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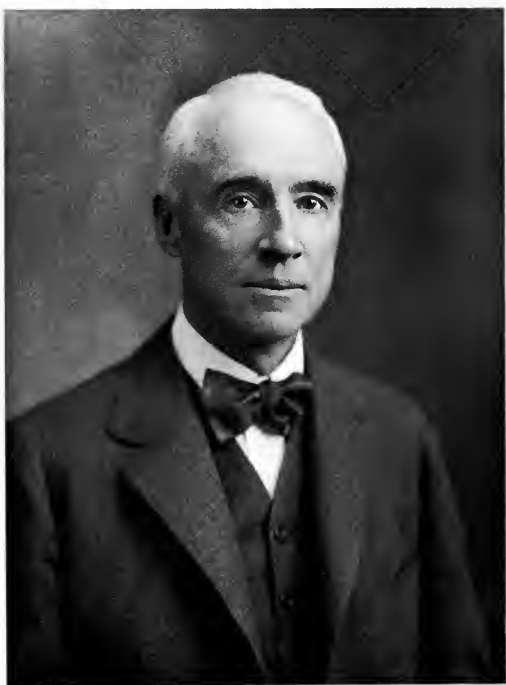


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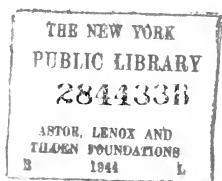


H B Eudicott

2100
HENRY B. ENDICOTT

A BRIEF MEMOIR
OF HIS LIFE AND HIS SERVICES
TO THE
STATE AND NATION

BOSTON
PRIVATELY PRINTED
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1911

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EARLY EDUCATION AND BUSINESS CAREER

HENRY BRADFORD ENDICOTT was descended in direct line from Gilbert Endicott,—or, Gilburt Indicott, as it was first written,—yeoman, who, born in Dorchester, England, emigrated to America and settled in Canton, Massachusetts, in 1658. Here he died in 1716, as shown by the tablet marking his grave now in the cemetery of that town.

On the maternal side Endicott was the lineal descendant of Johnathan Fairbanks, who came from the West Riding of Yorkshire in the year 1633, and erected a home at Dedham, Massachusetts, of so substantial and durable a character that the huge middle section of the house is now standing and in excellent preservation.

This building was occupied by different members of the family until within a few years; Rebecca Fairbanks, spinster, being the last, when it went temporarily into the possession of the Daughters of the American Revolution, and then shortly thereafter to the Fairbanks Family Association, in whose custody it now remains; a valuable and interesting relic, typical of the best of the old New England homesteads.

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An historical background of such noteworthy New England stock, if unaccompanied by any immediate means of livelihood or future material promise, was Endicott's enviable, if only, heritage. It was a legacy of courage, of force of character, of high and patriotic purpose,—qualities inborn and always with him.

With this birthright for his patrimony, thrown at an early age on his own resources but possessing great abilities and ceaseless energy, he founded and finally brought to the pinnacle of success a great commercial enterprise.

Henry Endicott was born September 11, 1853, on East Street, Dedham, in the old homestead on whose site now stands the residence occupied by him for many years past. His father, Augustus Bradford Endicott, was a carpenter by trade, a well-known and highly respected Democrat, Sheriff of Norfolk County and President of the Dedham National Bank, an office he retained to the advanced age of ninety-three years. He was also a farmer, but of very moderate means, so that young Henry during his early boyhood was called upon to do a great deal of work on the place. In addition he assisted his mother to run a milk farm, the profits from which were divided between them.

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His first schooling was at the East Street School, Dedham, a small preparatory school, which he entered in the kindergarten class. Later he attended the Dedham High School, where he took the full course to graduation.

On leaving the high school, at the age of eighteen, he went to Boston in quest of work. He carried no credentials; he had no acquaintances to whom he might apply for help. Arriving at the business section of the city, and beginning with the first street he came to, he proceeded from door to door inquiring if a boy were wanted, and eventually obtained work in a plumber's shop. He had not been there very long when he was somewhat drastically awakened to the fact that no one is independent of his environment and the rules of his employment. Later on he learned to appreciate and admit the value of the lesson then taught as of lasting advantage to him, though humorously inclined to sidetrack any allusion to the incident and with a fine irony to maintain that all he ever knew about the plumbing business was the extortionate prices one had to pay.

He had sought work in Boston to help out the family exchequer, as well as to get started in life, but had not as yet fully divorced himself from the associations and call of his boyhood. So it came to

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pass, shortly after his hiring, that a Massachusetts State Fair was held at Readville, to which Henry made up his mind to go and therewith informed his employer to that effect ; and still further that he proposed to take a day off for the purpose. This was peremptorily denied him, coupled with the assurance that if he carried out his intent it meant the immediate loss of his job. Nothing daunted he went to the fair just the same, and his appearance at the shop the following morning was the signal for his being promptly fired. For this escapade he was most severely reprimanded by his father, who at the same time assured him that he was already a failure, a mere rolling stone and would never amount to anything. It is more than likely, however, that the parent already recognized in his son the seeds of that determined character and will which in manhood, at every crisis of his interesting life, was most effective in the face of opposition, criticism, or threat in any form.

However, Henry was nothing dismayed, and the very next morning found him again applying from door to door till he finally obtained work in a hardware concern at a wage of thirty-three and one-third cents per day. This place he held for about ten days when, not liking the way the employees were treated, and to use his own words, " I went to

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the head of the concern and told him I was going to leave. He wished to know my reason. I told him I did n't like the business, whereat he suggested that the sooner I got out the better."

He then took a position in a wholesale woolen store at the same salary of thirty-three and one-third cents a day, and still later became a porter and errand boy. These changes covered about a year's time. Then he obtained work in the leather district, the first stepping-stone to his ultimate business success, and where he gained an education and experience that was the foundation on which he finally built up the greatest shoe manufacturing concern in the world.

It is interesting in this connection to read a letter of Endicott's, written some thirty years later by the then successful and matured business man to his son, at that time about twenty years of age and in the employ of Endicott-Johnson — now vice-president of the company — and to whom a raise in salary from ten to twenty dollars a week had been awarded.

LESTERSHIRE, N. Y., *Nov.* 2, 1903.

DEAR WENDELL: There are many things for you to think about in connection with the last account of stock. You are getting in position, so that

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your interest pays you a handsome income. Now is the time for you to show what you are made of.

If you are foolish, you will increase your expenses, and say to yourself, "This is more of an income than I expected, and I can afford this and that, and therefore I will have it." If you are wise, you will say to yourself, "Now is the chance for me to save money, and get a little ahead, so that it can be earning interest, and so that I can have some weight and something invested in the best shoe business in the world."

In this business, you are bound to be thrown entirely on your own resources. The fact that you are my son will not help you at all. You will have to be judged by your ability. Everyone connected with this business has got to be put on the same platform, and those that are found wanting will have to "go by the wayside," no matter whose feelings are hurt.

Now, I do not mean by writing you this letter that I advise you to be mean and niggardly in any way, but I advise you to have one set of rules. That is, pay every dollar that you owe immediately ; never have a bill out of any kind ; never borrow money from anybody ; pay cash for everything ; and don't increase your expenses over what they have been the last year.

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This letter is not written lightly, and I hope you will not throw it aside carelessly after reading it; for I believe that I have mentioned some things in this letter that are absolutely necessary for you to live up to, in order to make yourself any kind of a success as a business man.

FATHER.

In 1875, at the age of twenty-two years, Endicott went into business for himself under the firm name of H. B. Endicott & Company, opening an office at 27 High Street, only a few doors from the present Boston offices of Endicott-Johnson Corporation. He had at this time a meagre capital, accumulated in the main from his savings. This included a small amount left to him by his grandfather, together with a loan from his father, all totalling about \$2,900. Yet back of this lay a great courage and determination, supported by exceptionally sound judgment, a keen appreciation of human nature, and an intuitive respect for the square deal — assets which never failed him during a long and remarkable career.

During his apprenticeship he had gained the confidence of several influential tanners who learned to have faith in his character and abilities, and who, now that he was set up for himself, gave him

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their lines to sell, backed by good will and substantial credit.

From this time on, by hard work and thrift, he progressed step by step, until in the early nineties he acquired an interest in the Lester Brothers Shoe Company of Binghamton, New York. His early association with this company, and how it led finally to the formation of the Endicott-Johnson Corporation, may, in part, be given in his own words :

“When I was conducting the leather business, I sold a concern in Binghamton called the Lester Brothers Shoe Company. The elder members of the firm died or were incapacitated, and the business was left to a son of one of the Lesters. He was a bright fellow, but got into quite a number of land speculations, etc., outside of his business, so much so that he found it necessary to put his business into a stock company, with \$150,000 capital, of which I subscribed \$10,000 and was made treasurer. This concern had started a factory about five miles from Binghamton in a place which is now known as Johnson City. When I became interested, I immediately satisfied myself that it was a good place to manufacture boots and shoes. The labor situation was desirable, and the transportation facilities were fine. I soon found

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that \$150,000 capital was insufficient to carry on the business, and as I was treasurer I was obliged to loan the company. Realizing that I was really taking about all the risk there was in the business, I deemed it wise to buy out the other stockholders, which I did.

“The concern was then known as the Lester-shire Manufacturing Company. We did a business the first year of about \$600,000 and made some money. I was n't satisfied with the manager of the factory, and a young man, who was foreman of one of the departments, applied for the position, agreeing to work one year for nothing if he did not show results. That man was George F. Johnson, who afterward became my partner.

“The business developed rapidly and in a few years had doubled. We then thought it wise to start a factory in the country about six miles from Johnson City, and accordingly built a factory and started the town of Endicott. I put the responsibilities of handling the help and the manufacturing of the shoes entirely in the hands of my partner. I took charge of the selling and financial end of the business. We were then selling to the wholesale trade. Shortly after that it was our judgment that we ought to sell to the retail trade direct, and we accordingly started to do this,

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having the headquarters for that department at Endicott, New York, and a small branch in New York city. Rather to our surprise, we not only sold the retail trade direct, but our wholesale trade stayed with us also.

“Believing that we should sell to the customer more directly, we started, in a modest way, a few retail stores, and from that time on our trade has increased with the wholesalers, with the retailers, and through our retail stores. In order to eliminate outside parties, we decided that we should tan and finish our own sole leather and our own upper leather. We accordingly built tanneries at Endicott.

“As I stated above, our first year’s turnover was about \$600,000; our turnover today (October, 1919), including shoes and leather, will probably amount to \$80,000,000 or \$90,000,000 per year. As you know, today we are a corporation with \$36,000,000 capital.”

Henry Endicott was twice married. First to Miss Caroline Williams Russell, who bore him two children, both now living,— Henry Wendell, his partner for many years in Endicott-Johnson Corporation, and Gertrude. His second wife, who survives him, was Mrs. Louisa Clapp Colburn,

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whose two children by a previous marriage, Sam and Katherine, bear his name.

Endicott was a splendid example of a true humanitarian, but always disclaimed philanthropy as the motive for any of his actions, and wherever possible shifted the burden of a good deed to the credit of his partners and to utility. In the management of their affairs and the extreme solicitude they took for the welfare of their employees, he maintained that they were influenced solely by the business efficiency assured through keeping the workman happy. On this principle they saw to it that their employees were well nourished and housed, and also provided with adequate opportunity for diversion and pleasure. To this end free medical aid was given to the help, and more than ten thousand people were fed three times a day at a charge per meal of fifteen cents for each person. This, though showing a direct loss, Endicott claimed to be more than repaid by the gain in morale and the health of the employee; but through it all and with it all prevailed an immutable kindness and the underlying principle of the square deal. Whether he was prompted by humanity or counseled by business acumen or by both, this maxim was ever a prime factor throughout his life.

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The same rule of conduct governed his private charities, which were as quiet and unobtrusive as they were generous and painstaking. He never gave them publicity, nor on the other hand attempted any concealment; but there are many who could bear witness to his prompt, unostentatious assistance, to his ready advice and sympathy, and how much this all meant to them in their discouragement and distress.

He was tied down by no political ambitions or affiliations, though by birth, if not by choice, a Democrat. The world saw in him a captain of industry; that was his recognized place in the public eye. He was prominent and wealthy, with an enviable reputation for business sagacity and achievement, serving on the board of some dozen leading banks and institutions as director, trustee, vice-president and president, his name and influence universally respected.

One example may be sufficient to illustrate the magnitude of his private business. In 1919, so great was the demand for their product that although employing 15,000 men and turning out 75,000 pairs of shoes a day, the Endicott-Johnson Corporation was forced to refuse over \$50,000,000 worth of new business, and to meet this demand immediately began to erect such additional

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factories and tanneries as would insure a daily output of over 100,000 pairs.

Such, succinctly told, were some of the more pertinent features of Endicott's business career. Yet he in no wise escaped the innumerable setbacks of wrecked hopes, discouragement and failure incident to the life of every self-made man who from a narrow foothold has climbed to the top. These were all Endicott's and to no small degree. He once facetiously remarked that he fattened on them.

And so, from a stripling, his mother's helper on the ancestral farm, and from the plumber's boy with scanty wage, he had made his mark and fought his way to affluence and highly respected citizenship. His work, as he had anticipated it, was finished. He had reached his appointed goal. At sixty-four years of age it would seem as if the time had at last arrived to shift from his own shoulders the major burdens of his strenuous life and to take the rest so well earned and needed.

Now was the accepted opportunity for longer trips to his ducking club in the south. Shooting was a passion with him and he was a remarkably good shot. Here was the chance for leisure, for reading, for travel, for unlimited golf, and the

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many games and sports for whose full enjoyment he had heretofore been unable to spare the time.

The way seemed open for a longer, broader association with the world at large, and the joyful freer companionship of his fellows — peculiarly dear to him and necessary to his full content. But the riper harvest of his character was not yet garnered. The time was at hand when the fibre of truest manhood in him was to prove his unselfish patriotism, his larger citizenship, his love for country and his fellow man.

DURING THE WORLD WAR

IN the early part of January, 1917, the great conflict raging in Europe became daily more threatening to the safety, and pressed closer on the conscience of our countrymen. They awoke at last to the fact that they might at any moment be directly involved in the struggle toward which we had been slowly drifting, and for which we were cruelly unprepared.

At this juncture Massachusetts was the first of the states to prove by overt act a full appreciation of the danger ; as she was later — largely through Endicott's efforts — the first to equip and put a National Guard Division in the field ; which again was the first to cross the seas and the first to go over the top.

On February 9th, Governor McCall appointed one hundred citizens of the Commonwealth as a Committee on Public Safety. The allotment was widely distributed throughout the state, and subsequently other names were added, including Endicott's oddly enough not on the original list.

It was quickly recognized that the committee in addition to its chairman must have a chief executive who should carry on the practical working of its policies. For this purpose Endicott was

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appointed chairman of the Executive Committee and given a wide control. The story of his choosing as well as the manner of his acceptance was a striking example of extraordinary promptness of decision and unswerving patriotism. The chairman of the Committee on Public Safety meeting Endicott at lunch on a business matter told him of his embarrassment, of the plans of the committee as already laid out, of the tremendous amount of work involved and how a man of affairs with administrative experience was needed, but that he was completely at a loss as to where he could lay his finger on any one of such calibre who would be willing to devote his whole time and energies uninterruptedly to the cause. Almost instantly Endicott replied, "How would a man of about my size do? I am ready—now." In this way he became the brilliant leader of the Executive Committee, and at once gave himself heart and soul to the task.

From that date, February 15, 1917, until the signing of the armistice, November 11, 1918, a period of twenty-one months, Endicott became completely absorbed in his newly acquired duties, laying aside all other personal interests and working day and night and more than once into the dawn of the morrow.

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During this entire period he never entered his New York offices nor engaged in the management of the Endicott-Johnson affairs, although president of that company; nor meanwhile did he even once visit the new offices opened in the interim on High Street, Boston.

Immediately following his assumption of office came the threat of a coal famine, and the chairman of the Committee on Public Safety was placed by special state and federal appointment in supreme control of an organization looking to the protection of New England's fuel supply. This proved to be all that any one man could attend to, so that thereafter practically the entire direction of the Committee on Public Safety and the responsibility for its activities devolved upon Endicott's shoulders in addition to his chairmanship of the Executive Committee. To those who knew him best, and especially to those who worked in closest partnership in the active and trying season that followed, it would seem as if this disposition and concentration of authority proved distinctly for the best.

Endicott was a born leader of men, resourceful and possessing consummate tact. He had proved his title to leadership again and again. Moreover, for years he had been accustomed to have that

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position, as of right, accorded him by his fellows. Looking back, it would appear that only an unfettered hand could have enabled him to carry out the splendid administration he gave to the committee and to the Commonwealth.

We have already seen how his previous career was built around one absorbing interest — the perfecting of the great commercial enterprise which bore his name and of which he was the head. But now he was venturing on an unexplored field of activity, indeterminate in itself and with an entirely dissimilar environment. In behalf of his state, and at a time of great anxiety and patriotic fervor, he was called to the management of a popular effort towards winning the war and minimizing as far as possible its attendant sufferings. The committee's line of procedure was still in embryo. The full scope of its effort was, at the time, admittedly unknown, while its striking future was scarcely even a dream. It was a great conception, demanding prompt and decisive action, and at once drafted our best citizenship.

To no one did the summons appeal with greater force than to Endicott himself. Yet he recognized the inevitable pitfalls ahead, and, at first, more than once expressed his anxiety that due to his methodical business life he might be hampered

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in his new task. He certainly had also a great ambition to make good in the new venture which quickly absorbed as well as profoundly interested him. The possibility of failure never entered his mind; he was not accustomed to that. Results as affecting himself were relegated to the background. Throughout the war his life was made submissive to his ideals and the duties they evolved, no matter what the cost to him personally.

His precept from the beginning never changed: "Win the war!" He ascribed very little credit to his own account, and it is doubtful if at any time he at all appreciated how his brain, his influence and his personality everywhere prevailed and won.

From early boyhood Endicott was genuinely susceptible to patriotic impulse. The Civil War was over when he was scarcely twelve years of age; but it had been a grievous disappointment to the lad that he was not allowed to serve as drummer-boy or in any other capacity, and he took this very much to heart.

Again, early in 1917, he offered his fifty-five-foot power yacht of the express cruiser class to the government for patrol purposes, agreeing to put it in commission with full crew,—himself if wanted to be included,—and in addition to pay

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the expense of equipping, manning, and running it under government orders.

On becoming, however, the executive of the Massachusetts Committee on Public Safety, he tentatively withdrew this offer, not accepted as yet, until he could ascertain whether the use of the boat would be valuable to the committee in its work. This proved not to be the case.

Later, the government having decided that it had no further use for vessels of that size, Endicott offered the boat to Admiral Wood, who was most anxious to use it in connection with the service at the Boston Navy Yard; but once more the offer was turned down by the Department at Washington, and for the same reason as before.

Of his associates at the State House there were five, one woman and four men, whom he designated as his "war partners." The latter had their appointed tasks, either as chairmen of subcommittees or in carrying out the policies of the Executive in accordance with Endicott's direction wherever their services were needed. These, with a few others, lunched regularly together every day at a preëmpted room at the Exchange Club, where each had his certain seat, with Endicott at the head of the table, while chance decided who should be host. This hour, offering as it did a

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definite measure of rest, and where all shop talk was decried, if not fully avoided, was to each the one bright spot in the long day. Here was no restraint, no obligation to committee duties—a mutual comradeship prevailing, but with Endicott still the appointed leader in all things as well as the particular *bon camarade* of every one present. This was not deference to his position, but in response to a rare personal charm, generally acknowledged and which won and bound men to him.

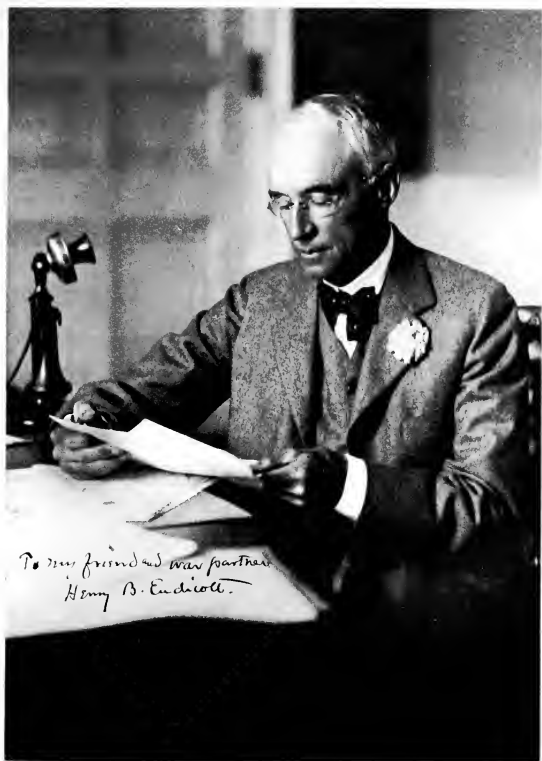
Endicott had at once appreciated the very great value of woman's coöperation and the necessity of a full coördination between all parties in war work. He therefore brought together all the Massachusetts women's organizations throughout the state and installed them as a branch of the Committee on Public Safety with offices at the State House; and his fifth partner, Miss Thayer, administered thereafter practically all the important woman's war functions throughout the Commonwealth. He once remarked, and most ingeniously, that he thought it astonishing, except as proving what earnestness of purpose a great cause could effect, that these partners, all of whom were or had been leaders in their respective callings, settled down regularly day in and day out, the men rubbing elbows in the stuffy crowded inner

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office, and all keeping steadily at their work without break or complaint like the good soldiers they were. Yet the only truly astonishing thing about it all was his innate modesty and lack of self-consciousness, and that he should have honestly had so limited an appreciation of the true strength of his leadership. However, he became immensely proud of what the committee, as such, accomplished ; also that it was the first organization of its kind in the United States, and that the example of Massachusetts was directly followed and on the same lines by other states and still later by federal agencies, until finally every state in the Union was covered, and the great "home army," as he himself baptized it, was recruited and mustered into service.

About this time he remarked to a friend :

"I am not a politician. I do not want any public office in this state or in the nation. My sole object in doing the work I am engaged in is to render the public such service as I am capable of — a duty I feel incumbent on every citizen of this country in this crisis. I am enlisted for the war. All my energies, all my time, my business experience and knowledge of affairs I willingly and gladly give to the state and to the nation. I shall feel amply repaid if I can convince myself that I have been



To my friend and war partner
Henry B. Endicott.

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able to contribute something in behalf of the common cause in which the United States is engaged — the defeat of Prussianism and autocracy and the triumph of democracy as we understand it in this country.”

Such was the high plane of vantage, the soldier's spirit with which he undertook to direct a campaign against every discordant element in the Commonwealth, amalgamating its mighty possibilities into one forceful unit of strength. And yet, on the very threshold, he was confronted by a tangle of hidebound laws confused in their meaning, inelastic, and enveloped in a cordon of red tape.

Our country had entered upon a perilous crusade — not of its own creating — and at no time did the majesty of the law demand greater respect and obedience. It was a fearsome thing to reputation as well as to personal safety for the individual to dare interpret the administration of the law otherwise than in accordance with the written word and established precedent, no matter how obvious and pressing the necessity. But this never seemed to cause Endicott the least anxiety. Not once, if his unqualified judgment and common sense so prompted, did he hesitate to cut openly and ruthlessly any and all red tape if by so doing

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he might enhance efficiency and bring about a speedier and more satisfactory result. And this happened very many times, and oddly enough Washington never called him to account, but on the contrary ratified his acts. More often than not the government directly endorsed the very principle he had evolved, making it its own rule of procedure for future and similar cases. Moreover, he knew that under the Commonwealth Defence Act, as a servant of this Commonwealth he had a latitude that made him in a measure independent of federal control, and, to quote his own words at one time: "This is the way that private business is run. No private business could be run the way the government conducts its business. It would be in the hands of a receiver in no time."

It may easily be understood how at a period of crisis, when all officialdom was groaning under the weight of absurd technicalities, Endicott's virile independence, manly and efficient courage, did not lessen his popularity with the committee or impair the respect which was his throughout the Commonwealth. In fact, the national government itself was not slow to appreciate this, and to a certain degree he was the means of stimulating that august body to broader lines of action and greater efficiency.

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It is unnecessary to dwell here on the multiple functions of the Committee on Public Safety, or to point out how every angle of its work imbibed life and vigor under the magic touch of the man who directed its functions. The story of the committee was related long since. Its service remains an integral part of the history of the Commonwealth. But a few specific instances might well be touched upon, not only in happy illustration of Endicott's work as administrator, but likewise as showing how the appeal of human suffering met his eager and ever sympathetic response.

On Thursday, December 6, 1917, at 11.20 A.M., the Board of Food Administration being at the moment in session at the State House, word came of the terrible holocaust at Halifax, a foreign city to be sure, but an allied port.

Neither its welfare nor its succor came immediately within the accredited purposes for which the Committee on Public Safety was created, and at the time of the explosion the committee was having its full share of worries besides being over-weighted with work. The governor, in behalf of the state, at once offered aid, and all eyes turned directly towards the committee. Without hesitation Endicott accepted in its behalf this by no

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means slight and additional burden and at once organized the memorable relief expedition, which was *en route* to the scene of disaster by ten o'clock that Thursday evening, carrying to the stricken city, besides doctors and nurses, a large and varied assortment of medical supplies together with food and clothing. On the same day the governor appointed from the membership of the Committee on Public Safety the permanent Halifax Relief Committee, with Endicott as chairman, who the next day, December 7, instituted a general appeal for financial aid. This brought an immediate and most generous response from all over the state. On December 8, under Endicott's direction, a Halifax Relief Bureau was installed at the State House. On Sunday, the 9th, but three days after the explosion, a great cargo of supplies and food of every conceivable kind left the port of Boston bound for Halifax.

For quick and incisive conception, combined with extraordinary administrative despatch, all framed with rare dramatic interest, this achievement probably stands without parallel in the annals of the Commonwealth.

Nor did Endicott let the matter drop here. His interest never flagged. He found time to visit the city, and then persistently, after the Committee on

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Public Safety had wound up its affairs and until the time of his death, he showed a keen personal concern in the problem of resuscitation. His name and memory will ever be writ large on the historic journal of Halifax town, and it is understood to be the present intention that one of the more important streets in the rebuilt district shall bear his name.

On February 13, 1920, the members of the City Council of Halifax, in a letter to Governor Coolidge, expressed a profound sense of their great personal loss, and how Endicott's memory would always be cherished by the citizens of Halifax. Alluding to his service in their behalf, the message reads:

"With grateful heart we accepted these services, and with open arms we received him when he came here personally to see what further help our necessities required. The citizens of Halifax fully appreciate his noble work and untiring energy in our behalf and trust you will inform the members of his family and the people of Massachusetts, who also did so much for us during that ordeal, of the genuine sorrow we feel at his demise."

Let us now turn to that other devastation that came upon our own people when the influenza

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scourge, beginning early in September, 1918, swept through our New England homes, leaving thousands upon thousands to perish in its trail.

On September 25, Governor McCall appointed the Emergency Health Committee, its membership again drawn from the Committee of One Hundred and with Endicott as chairman.

Here again we have an example of the more important of those many activities which, unheralded, were constantly springing up in varied form, but which came more directly within the prescribed purposes of the Committee on Public Safety. The plague was sapping the strength of our people and thereby directly menaced the efficiency of our army and navy, both at home and abroad. The gravest feature immediately presenting itself was the scarcity of doctors and nurses. The necessities of the war had already summoned them in large numbers to the camps and the seat of conflict, and for some time past serious complaints had been heard that not enough medicos were left to safeguard the normal conditions of everyday life at home.

Futhermore, a surprising lack of emergency accommodations developed, and a like deficiency in hospital outfits and medical supplies. The sudden visitation was appalling, and its curse hung over

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us like a nightmare, handicapped as we were by the ruthless grasp of the war and with no adequate reservoir of supplies to meet so grave a crisis.

But to all this Endicott was fully equal, although at first the gravity of the situation alarmed and worried him more than any other he had been forced to face. At once, by message and spoken word, by wire and telephone, he began a systematic combing of the Commonwealth in search of help, carrying his plan also into many other states. The result was immediate and stimulating. From every quarter distinguished practitioners, side by side with students and lay volunteers, answered to the summons. He did not hesitate to enter the family circle and in the name of country and humanity demand help — and he got it. Whether he claimed the robust boy who might be detailed to general work, or the more delicate girl whose only known qualification for a nurse was her diploma of courage and unselfishness, his prayer was nobly answered.

Fortunately the state, without any delay, supplied the committee with extra and adequate funds for the special purpose of fighting the epidemic. If, however, in any instance additional expense was deemed advisable, while at the same time it was questionable whether the outlay would be rati-

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fied under the state's appropriation, here, as in all branches of the general work, Endicott would personally guarantee the cost of what in his judgment was required to be done. As sometimes happened, he was compelled eventually to pay the bill out of his own pocket. Nothing, that human energy or material assistance could possibly avoid, was allowed to obstruct the committee's work.

As an example, at one time in the vicinity of Boston, a gruesome spectacle presented itself. The toll of death had multiplied so rapidly that there were no caskets of any kind to be had, nor graves dug to receive the bodies waiting for burial. Very many dead were consequently denied their final resting-place. In response to Endicott's personal appeal a large cabinetmaker lent fifteen of his workmen to meet the difficulty, while graves were also selected and properly prepared.

Again, through personal appeal, he enlisted the clergy of every denomination throughout the state to argue the committee's propaganda from the pulpit. He obtained quarters and housing free in all sections of the Commonwealth; and in many instances it was primarily due to him and his committee that shacks for emergency hospitals were planned and erected in less than forty-eight hours. He strenuously inveighed against all unnecessary

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gatherings, including schools, theatres, motion picture shows, churches wherever possible, out-of-door meetings, parades, shopping, and everything that helped to crowd buildings or stores, as conducive to the spread of the disease. All this naturally gave rise to immediate protest and alarm. But this was short-lived, for the patriotic and wise example of those in control of the Liberty Loan drive was very generally followed all along the line. In relation to this Endicott said :

“When I speak of carrying on the war, the action of the Liberty Loan Committee points out to us all the way our duty lies. The Liberty Loan Committee realizes the seriousness of the situation; they had laid out their entire plans for the coming campaign for months, and all these plans they have changed to save the people of Massachusetts, believing that by so doing they are contributing to the success of the war. They have sacrificed more in making this change than any other organization, public or private, could possibly do.

“The cancellation of all Liberty Loan meetings places upon the people of Massachusetts a responsibility for individual effort far greater than that which the citizens of any other state are called upon to bear. It is comparatively easy to subscribe

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generously when the emotions are stirred by the appeal of a soldier fresh from overseas, or by the thrill of patriotic music, or by the sight of a neighbor's response. Massachusetts will have the benefit of none of these rallying forces to arouse the generosity of her subscribers. The very absence of parades and oratory, however, makes the duty of each man and woman clearer than ever before. Subscriptions which have heretofore been made in the excitement of public gatherings must be offset by the appeal to each man's conscience. It will never be said of Massachusetts that she was so immersed in her own private troubles that for one moment she failed to heed the nation's call to practical service. Massachusetts must and will do her part."

His labors throughout the epidemic were heroic. He was discouraged by no obstacle; he was dismayed by no repulse; he consistently refused to take "no" for an answer. He toiled day and night to the utmost of his strength and beyond. This he did despite every appeal and warning from family, physician, associate and friend. He completely sank his own individuality in fighting the horror that was upon us — and he won.

Not many weeks later and after the armistice, when the Committee on Public Safety had dis-

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banded, and the secondary epidemic of influenza occurred, both state and city were found to be ready and fully equipped to cope with the disease.

There is surely no more thrilling incident in Endicott's life than his untiring devotion and self-sacrifice at this time. Indeed the feeling prevails today amongst those closest and dearest to him, that it was here he finally and irretrievably undermined that nervous, sinewy strength and reserve force which had proved him capable of such superb effort; which had stood by him and the Commonwealth so many months only to give way at last to the ravages of that very disease from whose grasp he had rescued so many others.

On July 11, 1917, Endicott was appointed by Governor McCall State Food Administrator for Massachusetts, and at the same time Mr. Hoover asked him to act as his personal representative in Massachusetts. This latter was followed by direct federal appointment on the passage of the Federal Control Act, August 10, 1917.

He was thus vested with an immense authority, by virtue of the Massachusetts Commonwealth Defence Act and the Federal Control Act combined. He was the only man in the Union that had this dual trust conferred upon him. His authority

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in Massachusetts was greater and more far-reaching than any ever before entrusted to one of her citizens. The combination, moreover, was exceedingly useful in enabling him to forestall or neutralize many annoying differences between the state and the government, sure to arise where there was a division of control. It was also ample to meet every contingency. But what was equally important and helpful, and vital to one of his antecedents and temperament if he was to obtain the best results, it gave him practically a free hand and caused his policies to be generally endorsed and their carrying-out respected.

Endicott was not long in selecting his Board of Food Administration, recruited largely from the ranks of the Committee on Public Safety but in every particular with a view of embracing as extensive a range as possible of all interests in any way connected with the production and conservation of food. It was in this special branch of service that his long business training may have been of greatest assistance to his country and in carrying out his public work.

It must always be borne in mind that, as head of the Committee on Public Safety, Endicott was directing innumerable activities with their organizations not yet, in many instances, completed,

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nor the full scope of their functions approved and tested. It would have been well nigh impossible for any one except the most highly trained and efficient business man to dare to hope for success in the task he had now constantly before him.

But no doubt whatever of his ability to make good seemed to disturb him. The bent of his mind was innately otherwise. This was not conceit nor allied to vanity—characteristics of which he had not a particle in his composition. To his mind there was something that had to be done and that quickly, which he was appointed to do and therefore it must and should be done. His inclinations, his experience, and his successes encouraged this attitude in every fresh branch of the committee's work. If ever a man lived whose dictionary eliminated the word "cannot" the Massachusetts Food Administrator was that man.

As soon as he had formed the skeleton of his Food Board, which later had no superior if any equal in the country, he directed a general inventory to be taken of the actual and possible food resources of the state, together with all industries directly or indirectly engaged in the use, supply, production, and conservation of food. Far-sighted plans—for no man could approximate the duration of the war—offensive and defensive, Endi-

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cott carefully considered and as far as possible put into immediate operation. The past history of food stringency, of scarcity and famine, wherever related to war or sudden emergency, he carefully studied and tabulated.

He conceived a unique plan of food conservation and regulation by means of county committees, which became generally adopted throughout the country. New and grave economic questions involving supply and demand, price and distribution, exportation and reserve, hotel and restaurant, would arise overnight and had to be met justly and promptly.

Endicott invariably sought to obtain, as far as humanly possible, voluntary coöperation, and was opposed to all forceful measures except as a last resort. He therefore only too gladly supported Hoover — for whom he had a profound admiration — in his stand against compulsory rationing. All bureaucracy was abhorrent to his principles and his democratic instincts, and he scrupulously avoided any approach thereto. He appointed as associates not only those he considered most capable for the work, but who likewise were willing to give their undivided time. He sought to attain his ends by publicity and personal entreaty, rather than by the exercise of the tremendous power

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with which he was vested. It was, as always, the ultimate goal that he had at heart, to be won if possible by persuasion and appeal to patriotism rather than by the iron hand of authority.

Endicott always endeavored to practice what he preached, and ordered his daily life in full accordance with what he asked of others as demanded by the economic situation. His hospitality was never checked, but his accustomed lavishness as host, as well as the entire ménage of his household, was brought to a strict observance of the prescribed rules and requests. Many suggestions offered by the Board of Food Administration were of a nature incapable of direct enforcement, and in these he was the first to meet the situation by personal example.

One instance of this was in relation to the urgent prayer that every citizen owning a piece of arable land should plant at least a portion of the same with vegetables or some other food supply.

Sloping southerly from his homestead at Dedham he owned one of the finest lawns in the state, brought to perfection as the result of many years of painstaking care, and Endicott prized its possession very highly, and above all else on the estate. Its beauty was a matter of pride to the entire community; but one morning, directly after the

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general propaganda sent out by the Food Board, the neighbors were shocked to witness a plough tearing up the sod; but despite their urgent appeals the entire lawn was soon turned into a potato field.

His regulations, the same for all, and especially his dietary restrictions, were often not very popular — generally in consequence of ignorance of the issues involved. These sometimes touched the pride, even to testing the loyalty of the citizen. His advices and requests — which might equally as well have been enforceable commands — quite often invoked the wrath and ridicule of the householder, who asserted that as his house was his own it was no one's else business what character or amount of food was served on his table. At first this feeling was inclined to be somewhat more general than one would have supposed. But steadily and surely, with infinite tact he succeeded in bringing to his support whole groups of luxury-loving people. Despite the open and covert sneers of a scattered few, he made his ideas popular and later even fashionable, and those contrary-minded came to be considered as neither patriotic nor as acting in good form or taste. In a delicate way, and rigidly setting the example himself, he put others on their honor — and society very generally applauded and fell into line.



LAWN AT DEDHAM HOMESTEAD

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The drastic power given to the Food Administration was justifiable only as a war measure. It would have been without warrant and distinctly un-American in time of peace. But a master hand was needed to interpret and exercise this authority, lest the patriotic fervor of our citizens be swayed and their highest standards of duty lowered. No one could do this better than Endicott. Political considerations, racial claims, sectarian appeals were as nothing to him. He demanded sturdy, straight Americanism, nothing more nor less. He never begrudged any one connected with the work his hire, or thought a whit the less of him if payment was necessary for his own or his family's support. But he strove hard to have all war work, in Massachusetts at least, remain as free as possible from the deadening mechanical influences of hired service.

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WE are now approaching a period fraught with exceptional danger to the public welfare. The wearisome misunderstandings and contention between capital and labor were brought vividly forward by the conditions arising out of the war. An increasing demand for less hours and higher pay spread more and more rapidly day by day, and a spirit of ominous unrest was everywhere prevalent. The exigencies in which we found ourselves offered new bases on which to manufacture complaints. On the other hand, the loyal impulses of the American laborer — always stirred by patriotic call to arms — responded as never before. Endicott thoroughly understood both the strength and weakness of this danger threatening to cripple if not to shame us. He felt it to be of crucial importance that our true and, in a sense, perilous situation should be made perfectly clear, so that every malcontent might rightly appraise the demands made on his personal loyalty and how his own eventual well-being was likewise at stake. He knew capital, as such, to be indispensable in consolidating the resources of the country and exploiting them. He was equally positive that capital by itself was helpless, requiring the active, loyal coöperation of

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labor in order to accomplish results. He therefore greatly deplored any agitation or schism in our body politic, maintaining that capital and labor, education, experience, and good-will must strive with single and just intent to mobilize and perfect the mighty army of industrial auxiliaries which alone insured victory and safety. He preached that a divided house was pernicious and signaled defeat. He was convinced, moreover, that in no state of the Union was coördination more vital to the great cause than in Massachusetts. To contemplate her industries as in any respect paralyzed was a nightmare. Yet discontent was teeming in very many sections of the state. Given a seaboard state, the center of vast industries whose factories dotted the landscape in every direction, the Commonwealth was held to be one of the most dependable sources for war supply.

Endicott felt, too, that the moral effect of Massachusetts' traditional loyalty and resourcefulness, dating from Pilgrim times through every emergency the country was forced to meet, had been of prodigious influence in the birth and preservation of the Union. He constantly alluded to this, asserting that it was a bad omen and one which we could least afford, should the old Commonwealth appear lukewarm or be tempted to deviate

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from its traditional place in the forefront of the fight; nor would it interpret at all fairly that true American spirit, that royal legacy from our forbears which the community as a whole religiously maintained.

To Endicott it was an invidious position to be in, and to be at once grappled with wherever it cropped up. The vast majority of our citizens remained steadfast, untainted with any skepticism or doubt; but with a small minority there was a marked atmosphere of pessimism, coupled with unalloyed selfishness, ready with hungry jaws to grab at anything and everything in the way of personal gain. In addition, both self-assumed and paid leadership contributed to throttle the better impulses of the ignorant and those more easily led astray. All this was an open book to one of Endicott's antecedents.

Any man big enough to be chosen and competent for the task, who could be induced to arbitrate between these factions ever opposed to each other by custom and supposed antagonistic interests, had to do so with the full knowledge that he imperilled his business reputation and risked the maledictions of the disappointed and unreasonable of both parties.

Yet Endicott did not hesitate to respond to the

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general appeals made to him by capital and labor as well as by the administration at Washington. He was again peculiarly fitted for this task also, for no one knew better than he the needs, ambitions, demands and perplexities of either side. He had been through it all himself, as laborer and capitalist. He had, moreover, proved his inherent business sagacity as well as his sympathy with the needs of those laborers whose life was one continued struggle to make the ends meet and keep the wolf from the door. But what made him more acceptable still was his proved reputation as a knight errant of the square deal. So again he was drafted by common consent and undertook the new burden.

Beginning with the Gloucester fishermen's dispute, April 19, 1917, Endicott adjusted about one hundred and fifty strikes involving large numbers of employees and very vital interests, and also about the same number of less important ones, some of them active long after the dissolution of the Committee on Public Safety.

And here a very clear distinction should be drawn between the two types of arbitration in which Endicott took part.

The great majority of the labor difficulties which he decided took place during the war, where the

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decision in each case was, by mutual consent of both parties, left to him alone. This made his power absolute, and he always dealt with the parties themselves or their representatives directly. He was wont, also, to have sitting with him a trusted labor leader, an able and broad-minded lawyer, another manufacturer, or some friend; he did not necessarily need them, but he found their judgment helpful.

The ultimate decision, however, and the entire responsibility for it rested with him, and with him only. He could give all or he could give nothing. His decision was reached only after he had gotten all the light available from every source. This did not represent his authority alone, but rather the composite judgment of all.

This situation, however, changed materially at the close of the war and a number of labor differences on which he sat as arbitrator after the armistice were settled under totally different conditions.

In these last he sat as but one of a board of three. The other two arbitrators were special pleaders, each representing, and that ably, one side. Sitting as the third member, his authority was to all intents and purposes rigidly limited to a decision somewhere between the points at which the other two men's minds rested. Here in no sense did he

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have either the same power or the same fullness of responsibility which accompanies power, as in his war settlements of labor controversies.

The continually multiplying demand for his services as arbitrator was the best evidence of the deep respect entertained for his fairness. Most of the cases adjudicated appear to have come to him primarily at the instance of the employer. Many a strike was adjusted or nipped in the bud by Endicott's bringing the parties together without any formal arbitration being attempted, and thereby a quick settlement effected. He further made it an initial condition that, where arbitration was agreed to and the men had already gone out, they should return to work immediately pending the arbitrator's findings, by the terms of which they pledged themselves in advance to abide, whether proving adverse to their claims or not. In but two cases was any attempt made to override his decisions, both of these coming from the employees; and both of them failed.

The fuller story of Endicott's arbitrations in labor controversies has been told elsewhere. The floods of letters he received from both sides, independent of whether his decrees supported the writer's claim or not, constitute in themselves a striking record of the fairness and disinterestedness ac-

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credited to him. Man is apt to forget as time passes, but there were well-known episodes in this connection unique in the history of the war. The resultant effect of specific decrees often proved to be of vital importance in avoiding serious impairment to our efficiency. For instance, the immediate consequences of the decree rendered by him in the Fore River Shipbuilding plant, November 17, 1917, where nine thousand men returned to work, was that the building of our sorely needed destroyers was continued uninterruptedly till the end of the war, and the threat of indefinite and perchance fatal delay avoided.

Again, in the Coal Teamsters' Strike, October, 1917, the issues were very far-reaching and portentous in their threat of disaster. Given the severest winter in the history of the nation, with the pressing demands of the navy and the requirements of the ammunition plants and factories engaged in war work, a few days' delay from lack of fuel might well have paralyzed our watch in the North Sea and the protection of our coast line.

It is, too, vastly to the credit of our Massachusetts workmen, to Endicott, and to the dealers as well, that in the transportation of coal during the whole period of the war emergency, not one day's time was lost on account of labor troubles.

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Endicott maintained that at least seventy-five per cent of the difficulties between labor and capital which came under his arbitration, would easily have been avoided if both sides could have had that confidence in each other that is necessary between employer and employee to ensure uninterrupted work and steady production. It was his earnest endeavor to eradicate all existing distrust as far as possible, believing that by so doing the danger of interruption of business would be very much minimized. He had always in his own business been governed by the principle that the difference in quality and amount produced by satisfied labor over that produced by dissatisfied labor would yield all the profit needed.

Computed conservatively, the amount of saving to Massachusetts and the nation by avoiding an interruption of work through these arbitrations was said to have reached a sum between forty and fifty millions of dollars, at least. At the same time, nearly half a million men and women — during a period of great labor unrest and of national emergency and excitement, and when the cost of living was unprecedented — were fairly paid for their labor and, working under a mutual agreement between themselves and their employers, remained contented, cheerful, and efficient.

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It was always somewhat ludicrous, to express it mildly, to hear occasionally some one supposedly intelligent — but invariably a capitalist — affirm that anyone could settle a difference between capital and labor if the employer was bound in advance to accept the award rendered, and labor was then granted all that it asked ! It would be well here to bear in mind that, as far as relates to Endicott's decisions at least, in no single case did the employees receive all that was asked for or expected by them. He was wont to say that, in every case coming before him he was surprised to find that those representing the employers never showed any intent to be unreasonable, and that this was likewise the attitude of both organized and unorganized labor.

On November 20, nine days after the armistice, the Committee on Public Safety — on Endicott's initiative — was dissolved. He was thus free to retire to private life and resume active relations with Endicott-Johnson. This action was in keeping with a well-defined conviction on his part that people generally, the country over, had gone "committee mad," and that far too many so-called war organizations, good, bad, and indifferent, had been formed on any and every excuse. Yet, as he expressed it, there were "births daily, but no deaths."

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Inasmuch as the Massachusetts Committee on Public Safety was the first organization of its kind, he thought now that the emergency calling for it no longer existed, and since its real usefulness had passed, it should, if only for example's sake, be discontinued at once.

There were several matters of considerable importance in themselves, and of peculiar interest to him, involved in the final winding up of the committee's affairs, and to which he still continued to give his attention besides accepting constant calls on his time and strength to act as arbitrator in labor disputes.

In October, 1919, President Wilson appointed him a member of the First Industrial Conference, and he attended its initial gathering held at Washington October 6 to 23, 1919. Here he became once more prominent, and concisely propounded his philosophy in regard to labor conditions. He sustained the claims of the so-called "Public Group" in behalf of whom he made an earnest appeal, especially in defense of collective bargaining as establishing better relations between capital and labor. The result of this conference was not very decisive either way, but acted rather as a tentative step in getting the parties together and airing the differences between them.

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At this time he said to a representative of the *New York Times* that profit-sharing did not appeal to him, that there was something fundamentally wrong with it, and that it was really based on the hope of getting the same work for less money ; being very often "a bait to catch the eye of the unthinking." Again, in discussing the value of Workmen's Councils, he gave as his opinion : "I do not see wherein they are of any good. The point of the matter is that there should be no need for them ;" and the fact that the manager of a plant has to resort to the organization of a workman's council tends to show that the conditions at his plant are not good, and that he is offering his employees "the shell for the substance ;" and further, "The ideal relationship, as I see it, is to have the employee know that he can come into direct contact with his employer whenever he feels that he has a personal grievance to make."

In regard to the use of force, he argued that as soon as this became necessary things were bound to have a fall ; that mutual confidence was the key to the situation, and without it nothing would be of the slightest avail.

Endicott's attitude towards labor was unique, and frequently undervalued and misunderstood by many ignorant of the premises on which his con-

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clusions were founded. He was not swayed in his matured judgment by any impulse or predisposition. Personal advantage, whether public or social, failed to move him and in fact did not come within his consideration. He rejected every opportunity for political advancement by a courtesy equalled only by the amusement it afforded him. Although professedly a Democrat he was by no means a regular, but would vote independently of party for whatever candidate suited him the best, — as he did for both McCall and Coolidge for governor. Time and again, influential men, controlling, as it were, potential political bodies, were ready and anxious to accept his leadership and sought his consent thereto orally and in writing. But he was impervious to all such appeals. To quote his own words: "I am not a politician. I do not want any public office in this state or in the nation. My sole object in doing the work I am engaged in is to render the public such service as I am capable of — a duty I feel incumbent on every citizen of this country in this crisis. I am enlisted for the war."

That this aloofness would have held if he had lived — and a great issue, growing out of the war, economic or for country or humanity, had arisen, and where he felt he would have been of real

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service to state or nation — is not so likely. Every latent spark of ambition that was in him would surely have ignited in response to such a call, that he might again play the game for all it was worth and make good and triumph for the issue's sake, yet independent of any glorification that might or might not accrue to himself.

Taking his business career as a background, a very wealthy manufacturer with many thousands of men in his employ, one would easily imagine that his possessing great wealth, supposedly accompanied in its winning by many clashes with labor, and the value of which every strike in the country directly or indirectly still imperilled, would have immutably predisposed him against all compromise with labor except so far as capital saw a dollar in it.

But the doctrine of *meum et tuum* was a vital, lasting principle in Endicott's character, and he was equipped with a much worthier, nobler background to lean upon. The struggles from a mere ill-considered boy with little in his pocket, through many trying years to affluence and command; the experiences which had taught him how fellow sympathy and consideration for the workman inevitably redounded in the last analysis to the well being of all; fortified his heart to a

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finer, truer conception of what was due to either side. It all came back again to the square deal, the principle that was ever uppermost in his thought. He was not to be turned from that which he considered justice and humanity demanded by any carping criticism or the fear of his motives being misunderstood. Nevertheless, it was peculiarly hard either to be or to appear consistent in every case. It was most difficult to rightly dovetail the doctrine of the "square deal" with the motto of "winning the war" and yet do full justice to both. What would be only equitable and fair in time of peace might well be dangerous and impossible with the foe at the door. Claims, just in themselves, often became no longer just when conflicting with the needs and efficiency of the soldier at the front—as when the Department of War or of the Navy, for example, cried despairingly for supplies held up by a strike and when immediate relief from the same was crucially imperative.

It was in such cases as these that Endicott's personality and leadership were so skillful and far-reaching. A composite picture of his labor arbitrations would reveal a singular amalgamation of kindly sympathy, shrewd practical reasoning, common sense and a profound knowledge of

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human nature, all centering in the consummation of a great patriotic impulse. With forceful simplicity he would challenge their manhood, appealing directly to the loyal instincts of either side, in order to bring about a mutual coöperation in the cause of efficiency and patriotism. Rarely, if ever, did his plea fail.

In thirty-five years of the Endicott-Johnson business, no strike ever occurred. None of their shops were unionized. Unionism was not prohibited, for the simple reason there was no need or demand for it. As Endicott said: "I can stake my word on it that any radical-minded labor agitator who would come to the towns where our men are employed and try to impress our workmen with how gravely mistreated they were, would be booted out of the city—booted out by the so-called down-trodden, if you please, and not by any official of the company."

In discussing the question of how far capital and labor should relatively go, in order to come to an understanding, he said in part: "It should n't be a matter of capital acceding to the demands of labor or of labor making demands on capital. Capital and labor are arbitrary terms for human groups who have human relationships with each other. The crux of the matter lies in establishing a re-

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lationship of understanding and confidence between the two human factors in industry. There will be no happiness or rest in industry until the workers cease to look upon the employer as their enemy, and until the employer considers his employees as allies. Treat a man as a man, whether he deserves that treatment or not, if you want to get any lasting value Just as soon as the demands made by the unions are unjust and unreasonable they are going to fail."

This was one of the vital principles of Endicott's attitude towards capital and labor; a doctrine which if honestly carried through may well blaze the road to the final elimination of industrial unrest. Therein lies perhaps a brighter, worthier philosophy, the lofty vision of a future federation of mind, sympathies, and ideals that shall unify in one great concert of purpose the vast utilities of modern civilization and assure the economic welfare of mankind.

The manner in which he conducted his arbitrations was peculiar to himself, and is well outlined in the following extract from a letter written by a lawyer of distinction, who had devoted his whole time as legal advisor to the committee:

"My daily association with him [Endicott] in his labor cases was not only a pleasure but also

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taught me a professional lesson which I shall never forget. To one who had been used to the routine of the courtroom, his State House arbitrations were a true inspiration. I often tried to determine the secret of his success, and I finally determined that it was due primarily to three causes :

“First : Absolute attention to the case. No matter how unimportant, prolix, or tiresome the evidence, he never took his eye off a witness. Every man felt that what he had said had made its effect.

“Second : The humor by which he used to lift the whole hearing from the danger of a wrangle to a true discussion of the merits of the issue. An anecdote, even a word at the right moment, sometimes made agreement possible.

“Third : Absolute fairness — each side was confident that it was getting a square deal.”

Another letter written by a large employer of labor, a close friend, and one who sat with him in very many of his arbitrations, says :

“Nothing is more elusive than personality, and no war work which Mr. Endicott did was more completely the expression of his personality than what he accomplished in labor matters. This was based on fundamentals always with us, and Mr. Endicott's methods may well serve as a light to guide others in difficult times.

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“ Sometimes an employer would come to him asking that he arbitrate a labor difference ; sometimes it would be the men who came ; sometimes the government would ask him to adjust some difficult labor matter. In every case his first effort was to establish such relations with the man or men who approached him that they would come to trust him and his fairness. He would then, whenever it was possible, let the other party to the difference approach him voluntarily, and with him or them would establish a feeling of confidence that whatever was done by him would be in the spirit of fairness.

“ This naturally led to a willingness on both sides to allow him to adjust their differences. Having definitely undertaken to adjust a difference, he invariably tried, and almost always with success, to keep the wheels turning while the actual arbitration was being conducted. The hearings in every case were carried on with the utmost speed consistent with a thorough knowledge of the facts.

“ His next step was, usually, to have each party state the case fully to him, and separately, so that he himself became familiar with the technical as well as the broader aspects of the question. His further effort was then directed to establishing the same relation of mutual confidence between the

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employer and the workers that they already had toward him — which meant sitting around a table together. This always had its effect, and a splendid one.

“During these various meetings and negotiations, Mr. Endicott made every man who came in contact with him feel that he trusted his patriotism and believed he honestly desired to do his part in winning the war and would make real sacrifices to that end. His appeals along this line when negotiations seemed at the breaking point, will never be forgotten by those who heard them.

“Gradually as his vivid and human personality played upon the situation, what with humor, logic, and every form of effort that the human heart or the human intellect could bring to bear, the minds and the wills of both sides would come nearer together, till finally — almost invariably — his award when given simply gave expression to the united will of both parties.

“In one sense he was not an arbitrator at all, but rather a great conciliator. His labor work has left a lasting impression on Massachusetts.

“The efforts of Henry Endicott did more than those of any other man in Massachusetts to keep production during the war at the highest possible point. But they did much more than this. He left

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those men who submitted their differences to him, those who worked with him and those many others who saw the results, without their realizing the marvelous ability through which these results had been secured. He left them all with a greater confidence in human nature, with the abiding sense that they had come in contact with a man who was above all class; he left them with a better knowledge that the solution of any industrial difficulty is made much easier through human contact than by an attitude of suspicion."

Endicott's cheerfulness under every vicissitude — and there were many — was a constant inspiration to his fellows. His joyous "good morning" and "good night" were a daily tonic, inspiring his co-workers, from the "partners" as he termed them, to the latest errand boy, holding them, one and all, enthusiastic and loyal to the cause and to his leadership. And this feeling of personal fealty, divorced as it was from any patriotism, was by no means confined to the force at the State House, but percolated deep into the very heart and marrow of the Commonwealth, wherever the organization had a foothold — to more than thirty thousand people.

It would often appear as if he were too indifferent to the danger arising from opposition, even to

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the extent of challenging it. When one line of action failed to prevail he would shift with great rapidity, and by thus cleverly changing front attain what he desired. This characteristic was his at an early age, as will be seen by an experience he was wont to relate of his boyhood, and while at work on the paternal farm. One day he was told to bring a calf home from a distant pasture. After some effort he succeeded in attaching a rope around the animal's neck and started to pull it along. But the harder he tugged in the desired direction by so much the more did the calf strain to back the other way. For a space no progress was made by either contestant, till the boy, suddenly reversing the argument, started to pull away from the barn, whereat the calf gradually backed itself into its stall.

This anecdote, apart from its humor, shows the lad's quick, intelligent perception and ready ingenuity in overcoming obstacles, which he generally did without his adversary suspecting who was really leading him on. This remained a distinctive trait in his more mature years.

Endicott's business career had entirely opposite aims and a very different objective from that demanded by his position as executive officer of the committee. The first was professedly self-centered;

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the other was in behalf of country and humanity, broader in its aim and ideals and looking solely to the accomplishment of a lofty purpose. He was naturally very highstrung, but with a temper under complete control. When this did flash out it was merely in the pan, of short duration and insuring a clearer atmosphere and a brighter sky. With strong intuitions, which spurred him often to quicker action, they prompted rather than controlled him; and with a perspective wide-reaching and clear, he was as free from indifferentism as he was intolerant of all spectacular devices. With a mind readily open to argument and grateful for advice when honestly proffered, he was to an extraordinary degree sure of himself, shirking no issue and swayed by no fear when duty summoned. His aim was to keep the committee on the highest plane of endeavor; his object the exaltation of an ideal and the credit of his state. He called on his co-workers for a full compliance with this standard, not always easy to live up to, but engendering a morale that was uplifting to all. Courteous to everybody, and always a gentleman, he was controlled by no group, personal or corporate.

Notwithstanding the multiplicity of Endicott's duties which called for every atom of his strength,

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there is no doubt that except for the depressing influences of the war he thoroughly enjoyed the committee work as a game in itself, and that his nearly two years' service would have been among the happiest days of his life but for the gravity of the issues involved. Nevertheless, soul and mind and body were all coördinated to the better accomplishment of one determinate end, and the tax upon his mental and physical resistance was so enormous that on several occasions his associates were greatly disturbed.

Time and again came short periods when he appeared to be unmistakably tired out. But the indomitable will, cheeriness, and fighting spirit were never shaken, and, to the wonderment of physicians and friends, persistently asserted the mastery where a breakdown seemed inevitable and imminent.

The wear had been excessive, however, and he never recovered from the strain, but found himself more and more susceptible to every little setback which, if trifling in itself, was more significant in one of his years and after what he had been through. His condition for a long time was similar to that of a soldier — which he was — wounded and exhausted, but steadfast at his post till the battle was over and won, to recover or not

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as fate might decree when duty no longer held him at the front.

Late in December, 1919, he determined to take a two months' continuous rest, with a complete change of atmosphere and environment, and together with some friends went to their shooting club at Swan Island, North Carolina. Here, for part of his stay, he suffered with a mild attack of influenza, accompanied, however, with very painful headaches which increased in severity up to the time he returned north. After a few days spent in New York, devoted to his family, he came with them to Boston, Saturday, February 6, making his stay at the Hotel Touraine rather than going to his home in Dedham, on account of the inclemency of the weather and more easily to consult his physician. On the Tuesday following, an operation, slight in itself, was performed on the sinus in hope that the headaches might thereby be relieved. But at once symptoms of cerebro-spinal meningitis developed ; he became delirious and remained unconscious and without pain to the end.

And thus, on Thursday night, February 12, passed a great soldier of the home army who, as surely as any warrior killed on the field of battle, offered his life in behalf of his country and its ideals.

The truly loyal and constructive work of the

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officers and members, individually and collectively, of the Committee on Public Safety, is not to be underestimated. The story of their labors and success will never be forgotten in the annals of the Commonwealth. And it was of this body that Endicott was the beloved leader and the master mind. It was he that planned the committee's line of action, that systematized its functions, that directed its activities. While the carrying out of his plans was in a measure largely intrusted to subordinates, he held these strictly responsible for procedure and results. His daily presence at headquarters cheered and stimulated the worker at his desk. His kindly word, his liberal, clear judgment, his virile unselfish patriotism, ready under every stress of circumstance to contend to the uttermost for what he deemed best and right, became more and more a supporting inspiration and incentive.

He had unusual perceptive qualities and a keen insight into human nature and character; sympathetic with those in trouble, but despising little meannesses; openly rebuking the complainants and slackers unwilling to bear their share of the general burden. His sense of humor, too, was delicious and irresistible, making him the best of hosts and companions. It also relieved many a

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tense situation ; while it is remarkably true that the joke he always liked best to repeat was the one on himself.

And rising superior to all else one was impressed with the wondrous modesty and simplicity of nature that strove not for effect, gave every man his due and cherished no enmities in his heart. Yet the more vitally intensive secret of his influence and of the affection accorded him, was that rare human touch, that honest, generous personal interest in others' happiness and welfare which never left him and so often solved the spiritual equation between man and man. Herein lay the true measure of his triumph. This gained him, living, the love, the honor and respect of associates and friends, who now with unclouded joy in their hearts continue to cherish the recollection of those many grievously anxious and never-to-be-forgotten days in lasting grateful tribute to his memory.

The bounds of greatness are not so readily defined, but the honest love for one's fellow man, and the nature that draws the same from others, is surely the highest fulfillment of the law in the brotherhood of man.

FOLLOWING an appropriation by the Massachusetts Legislature, a tablet will be placed in the State House with the following inscription :

HENRY BRADFORD ENDICOTT
PATRIOT HUMANITARIAN
LOYAL CITIZEN
STATE AND FEDERAL FOOD ADMINISTRATOR
EXECUTIVE OF THE
MASSACHUSETTS COMMITTEE ON
PUBLIC SAFETY.

In a time of great National Emergency and Civic Stress, a leader of the Home Army, he placed his eminent abilities, his energies, his life, at the service of the State and Nation, inspiring his fellow men to supreme effort in behalf of Country, of Principle, of Right.

In grateful and loving tribute to his memory this tablet is dedicated by the citizens of the Commonwealth.

BORN SEPTEMBER 11, 1853

DIED FEBRUARY 12, 1920

Tablet dedicated by members of the Dedham Post 18, of the American Legion and installed in their new headquarters at Dedham.

In grateful appreciation of his unfailing interest in the service men of this community, Dedham Post 18, the American Legion, dedicates this tablet to the memory of

HENRY B. ENDICOTT

IN WHOSE NAME THE EQUIPMENT OF THIS
BUILDING WAS GIVEN.

*Extract from a letter written by Governor McCall
at the time the Committee on Public Safety was
dissolved.*

I know that you have devoted yourself wholly to the patriotic work of rendering service to your country. Nothing could exceed the patriotism and efficiency of the service you have rendered.

Telegram from President Wilson.

THE WHITE HOUSE, WASHINGTON, D. C.

February 13, 1920.

MRS. HENRY B. ENDICOTT

Permit me to express our heartfelt sympathy with you in your bereavement. Mr. Endicott's disinterested and public-spirited services have made the country his debtor. His loss is a real one.

WOODROW WILSON.

Governor Coolidge paid Mr. Endicott's memory the following very graceful tribute immediately on hearing of his death.

He was a man of rare judgment and of great humanity, a true representative of all that was best in Massachusetts life. He was eager to be of service to his fellow men, of very broad sympathy and a fine understanding. He was a business man of great talent, but always put public service above his own interests. The Commonwealth will greatly mourn its great loss.

Telegram from Herbert Hoover.

WASHINGTON, D. C.

February 14, 1920.

MRS. HENRY B. ENDICOTT

I wish to be able to convey to you the great sympathy I feel and the great loss your husband's death is to me and all his associates here. My long association with him and unbounded admiration which I have held for him make his death a great shock. I do hope you will bear up under the greatest trial.

HERBERT HOOVER.

Extract from a letter written by Senator Weeks.

. . . . While my acquaintance with Mr. Endicott was not of such an intimate character, I had a great admiration for him as a business and public man. One of the most satisfactory things in life is to find a man who through his own energy and business judgment has created a great industry, giving employment to large numbers of our citizens, and who, as in this particular instance, reduced 'the cost of the product to the public. Such a man is entitled to the gratitude of the entire community. But that is not the final call which should be made on him. He should be ready to lend his experience, ability, and judgment to his state and nation in case of need. Henry B. Endicott filled these requirements with the greatest success, and his passing is a distinct loss to the citizens of our state.

Sincerely yours,

JOHN W. WEEKS.

McGRATH-SHERRILL PRESS
BOSTON, MASS.

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